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ABSTRACT

The topics discussed in this edition of the Manual include: (1) a written personnel policy, (2) preparing an organization plan, (3) preparing a position classification plan, (4) preparing a pay plan and (5) preparing a statement of working conditions. The appended bibliography is divided into three sections: (1) Library Personnel Administration - General, (2) Selection of Employees and (3) Development of Employees. A subject index is also appended. The manual is to be used as a guide in formulating and updating a workable classification and pay plan and personnel policies for public libraries in North Carolina. (Author/NH)

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PUBLIC LIBRARY

MANUAL

LIBRARY

PREFACE TO 1960 EDITION

This manual is a guide for librarians, library boards, and city and county officials desiring to improve personnel administration in their public libraries. It is a revision of the 1952 edition which was also prepared by the Personnel Committee of the Public Libraries Section of the North Carolina Library Association.

This edition includes the following five items not included in the earlier edition: (1) a brief explanation of why a library needs written personnel policies; (2) an outline of how a local library can proceed to prepare a personnel plan and written personnel policies; (3) a departmental organization chart for both a small and a large library; (4) a schedule of suggested salary ranges; and (5) a sample personnel ordinance or resolution.

In revising this manual, the committee has attempted to keep in mind the needs of all the libraries of the state. The current personnel practices of a number of cities and counties of this state were studied and have been incorporated in this manual. Although the manual anticipates the needs of the very largest libraries in the state, it is hoped that the techniques and practices suggested can be adapted to the real but less complex needs of the smaller libraries in the state.

The committee is grateful to Donald Hayman, Assistant Director of the Institute of Government, for assistance and for the final draft of parts of this manual. Gratitude is also due to Mrs. Elizabeth Hughey, Elaine von Oesen and Phyllis Snyder of the State Library.

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PREFACE TO 1970 EDITION

The Personnel Committee of the Public Libraries Section of the North Carolina Library Association was charged with the revision of the North Carolina Public Library Personnel Manual.

Obvious changes have been made such as pay scales, number of professional employees, etc. With the publication of the Asheim Report and the advent of technician courses in local technical institutes, these innovations were taken into consideration in the sample class specifications contained in the manual.

The Personnel Committee expects this manual to be of some guidance in formulating and updating a workable classification and pay plan and personnel policies for public libraries in North Carolina. The Committee reminds users of the manual that it is not a personnel plan, but a guide which the individual library may follow in developing a plan of its own.

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A WRITTEN PERSONNEL POLICY

A written personnel policy is instrumental in developing efficient and effective library service. Such a policy is essential if the library is to secure and retain a capable, conscientious staff because it establishes conditions which inspire an attitude of dedication to the library and to the public.

Reduced to its simplest terms, the objective of the library is to assemble, preserve and make available to all the people the ideas and experience of civilization in whatever form they may be available. The accomplishment of this objective requires printed and other materials. It requires space and equipment. And, it requires people.

It is the latter requirement - people - which provides the greatest problem, the greatest challenge, and the deepest opportunity for the library administrator and library board. This is true because people - the staff - are an essential link between idea and public. They shape the public's image of the library, and they respond to the conditions under which they work.

The library's personnel policy is designed to:

Describe the various positions needed in the library and their relationships to each other.

Provide a feeling of job security.

Establish just and reasonable conditions of employment.

Establish compensation which is not only "acceptable" but which is equitable within the library staff and in comparison with other governmental positions.

Aid in the maintenance of pleasant personal relationships by developing patterns for creative professional relationships.

It is not implied that a written personnel policy will of itself resolve an unpleasant work situation. It will make a substantial contribution to harmony, job satisfaction, and institutional efficiency.

A Plan of Personnel Organization will aid in reducing confusion about responsibility. It will tend to prevent duplication of effort and to facilitate coordination and communication. A Classification Plan, describing positions and grouping similar ones together, will facilitate reference to positions in planning and budgeting. It will also aid in recruiting, training and evaluating employees. When used with such a position classification plan, a Pay Plan or Salary Schedule will help provide equal pay for equal work and permit salary increases to be granted as they are merited. Finally, a Statement of Working Conditions, (including reasonable hours, vacation, and sick leave, job security, retirement, promotions, dismissals, appeals, and the like) will help reduce confusion, frustration and turnover and will encourage career employment.

The need for a personnel policy consisting of these four elements is

obvious in a large library or in a library which is a part of city or county government. In such libraries a personnel policy is essential to the elimination of friction resulting from inequities between library departments and between departments of the governmental unit.

In a smaller library with only a few employees, the need for a written personnel policy may not be obvious. Employee selection, salary adjustments, and other personnel activities may be very simple in a library in which the librarian is in close daily contact with each employee. Yet this very simplicity makes a personnel policy essential: without it, the informality may encourage favoritism and inequities which will lead to jealousy, frustration and poor morale.

The four-part personnel policy should be written and formally adopted by the board of trustees. At this point the policy becomes official and will serve as a guide to the library board, the librarian, employees and applicants for employment. To be of continuing value, policies must be revised periodically.

The procedure to be followed in developing and adopting a personnel policy for library employees will vary with the organizational framework of which the library is a part.

Library boards of trustees have the legal authority to adopt a personnel policy governing their employees. This is true even for those libraries which function as a department of a local governmental unit. In such cases trustees may provide that library employees shall be governed by the same personnel policy as governs other employees of the governmental unit.

Local factors determine who will prepare the personnel policy. If the librarian has the time, has the confidence of the board of trustees and library employees, and has an understanding of the techniques of position classification and pay plan construction, he or she should not hesitate to prepare the classification and pay plan. If any one of these factors is lacking, the librarian should seek assistance.

When a personnel policy is to apply to all employees of a city or county, the librarian should serve as a member of an advisory committee and deal directly with those parts of the policy affecting library employees.

The following arguments have been made as to why the librarian should prepare the position classification plan, the pay plan, and other personnel rules:

> Personnel and organizational surveys and policies require a thorough knowledge of the objectives and practices of a library.
>
> More accurate job specifications and pay plans can be prepared by persons thoroughly familiar with the work and routine of a library.
>
> The librarian or the library staff will have the responsibility for keeping the plans up to date and should benefit from experience gained in developing the plans and rules.

> Personnel plans and rules developed by the staff will not require an additional appropriation and will be less expensive.

Equally persuasive arguments have been made for employing an outside consultant to prepare the library classification plan, pay plan and other personnel rules:

> A consultant will be more objective and his recommendations will be more readily accepted by boards of trustees and employees.
>
> Administrative duties will prevent most librarians from becoming proficient in the techniques of position classification and pay plans.
>
> An outside consultant may be less expensive if responsibility for preparing the personnel policy causes the librarian to neglect other important duties.

The problem of developing a personnel policy will be considered here for two groups of libraries:

> Libraries with employees subject to a city or county personnel policy.
>
> Libraries with employees subject to a personnel policy adopted by the library board of trustees.

The question of who should prepare the personnel policy arises in both groups of libraries. Policies relating to staffing and organization are normally determined by either the librarian or board, or by the librarian with the approval of the board. But what about the technical aspects of preparing a personnel policy? Should the position classification plan, the pay plan or the personnel rules be prepared by the librarian or by an outside consultant?

Equality of treatment for all employees of a governmental unit is the most frequent reason given for including library employees under the same personnel policy governing other employees.

Some city and county governments which support a public library do not have formal classification plans, pay plans, written leave policies, etc. The development and implementation of a library personnel policy in these governmental units will be more difficult.

How can a librarian encourage a city or county to adopt a personnel policy covering all employees of the governmental unit including library employees? The need for a written personnel policy should first be brought to the attention of the entire library board of trustees. The chairman may want to discuss the need for uniform policies informally with local governing authorities. The board may take the leadership by adopting a written personnel policy for library employees and requesting manager and governing body approval. Or the board may ask the librarian, in an informal conversation, to point out the advantages of uniform policies to the manager, mayor or commissioners. Giving a copy of the new classifi-

cation and pay plan or personnel ordinance of a neighboring governmental unit to an official is often effective and persuasive.

A personnel policy consists of four parts:

An organization plan

A position classification plan

A pay plan or salary schedule

A statement of working conditions

PREPARING AN ORGANIZATION PLAN

The organizational planning of a library is an essential part of a librarian's responsibility. In developing a plan of personnel organization, a librarian will consider the service program desired and the skills of present and available employees. In planning a library's service program, the librarian will determine the optimum staffing pattern for the library, and how the available employees will be utilized.

The American Library Association has established the following standards relating to the staffing of a library:

> The number of staff members should be sufficient to perform the duties involved in selecting, organizing, and interpreting materials, and to provide consistently efficient service at all hours when the headquarters unit and community outlets are open to the public. Many variables affect the size of adequate staff; e.g., population served, volume of work, geographic spread of the district served, number of departments, number of specialists required to meet special community needs, and physical arrangement of buildings.[1]

In each library system, there should be at least one professional staff member for each of the following aspects of library service:

> Administration
>
> Organization and control of materials
>
> Selection, information, and advisory service for adults
>
> Selection, information, and advisory service for young adults
>
> Selection, information, and advisory service for children
>
> Extension services. . .[2]

Small libraries can approach these staffing standards recommended by the American Library Association by forming regional libraries of two or more counties, or by cooperating with other libraries in a library system where personnel is shared, or by contracting with other libraries for the services of library specialists.

Table I shows recommended staffing patterns for North Carolina public libraries. Certification Requirements for Public Librarians of North Carolina may be found in Exhibit I.

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[1] American Library Association. Minimum Standards for Public Library Systems, 1966. pp. 54.

[2] Ibid.

TABLE I
RECOMMENDED STAFFING PATTERNS
BASED ON A. L. A. STATISTICAL STANDARDS 1967

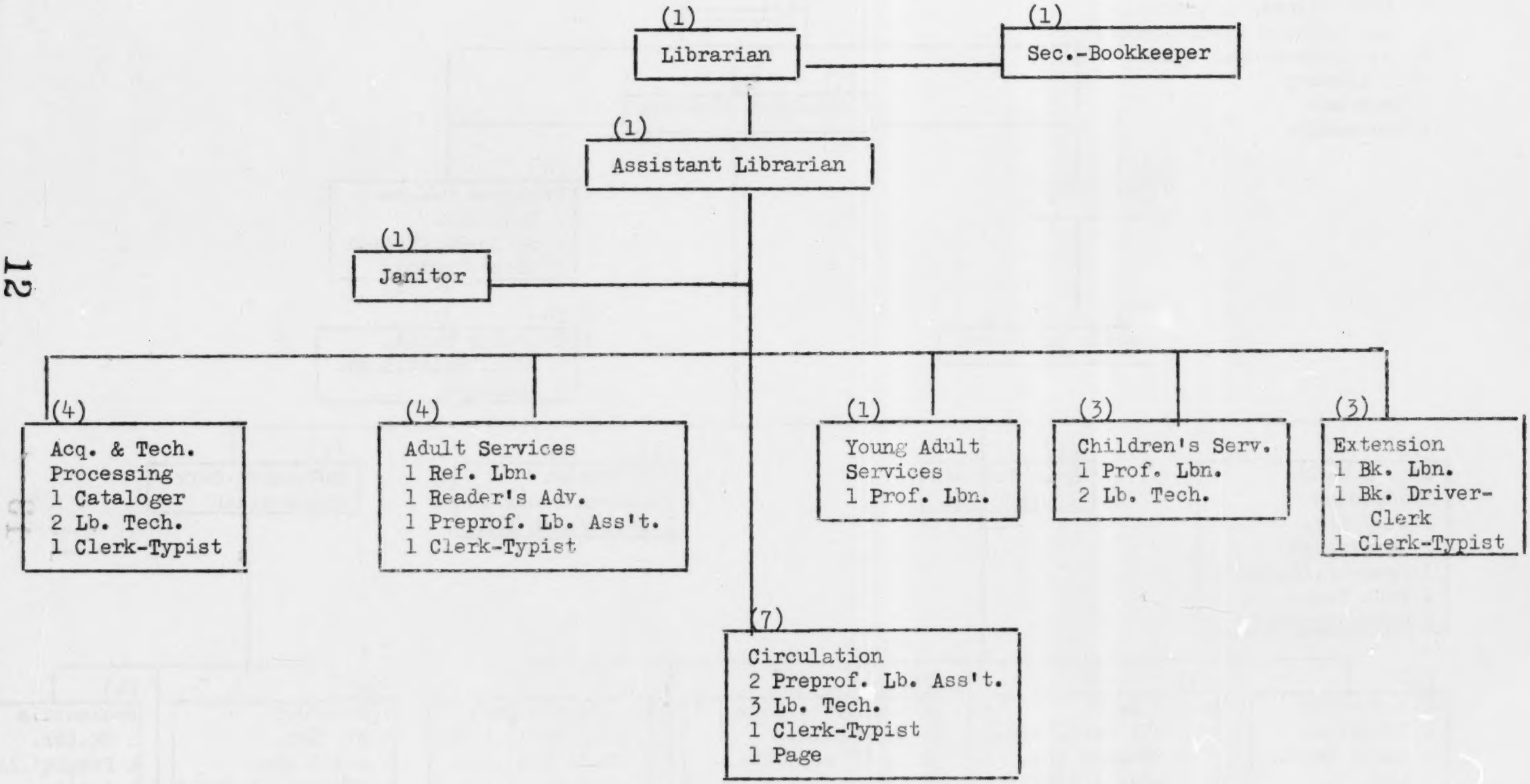
Library Group	Population Served	Number of Employees Professional	Nonprofessional	Total
I	25,000 - 50,000	4 - 8	8 - 17	12 - 25
II	50,000 - 75,000	8 - 12	17 - 25	25 - 37
III	75,000 - 100,000	12 - 16	25 - 34	37 - 50
IV	100,000 - 150,000	16 - 25	34 - 50	50 - 75
V	150,000 - 200,000	25 - 33	50 - 67	75 - 100
VI	200,000 - 250,000	33 - 42	67 - 83	100 - 125
VII	250,000 - 300,000	42 - 50	83 - 100	125 - 150
VIII	300,000 -	50 -	100 -	150 -

Although librarians may differ as to the best plan of personnel organization, all will agree that as work, employees, and materials change the librarian must re-evaluate the library's organization.

An organization chart is a valuable tool to a librarian considering the best plan of personnel organization for a library. An organization chart should be used to indicate how work is divided among departments. It is also used to indicate the work each employee is responsible for, to whom each employee reports, the lines of authority and responsibility, and the relationships between employees and departments.

On the following pages are two sample organization charts which illustrate personnel organization in a small and a large library.

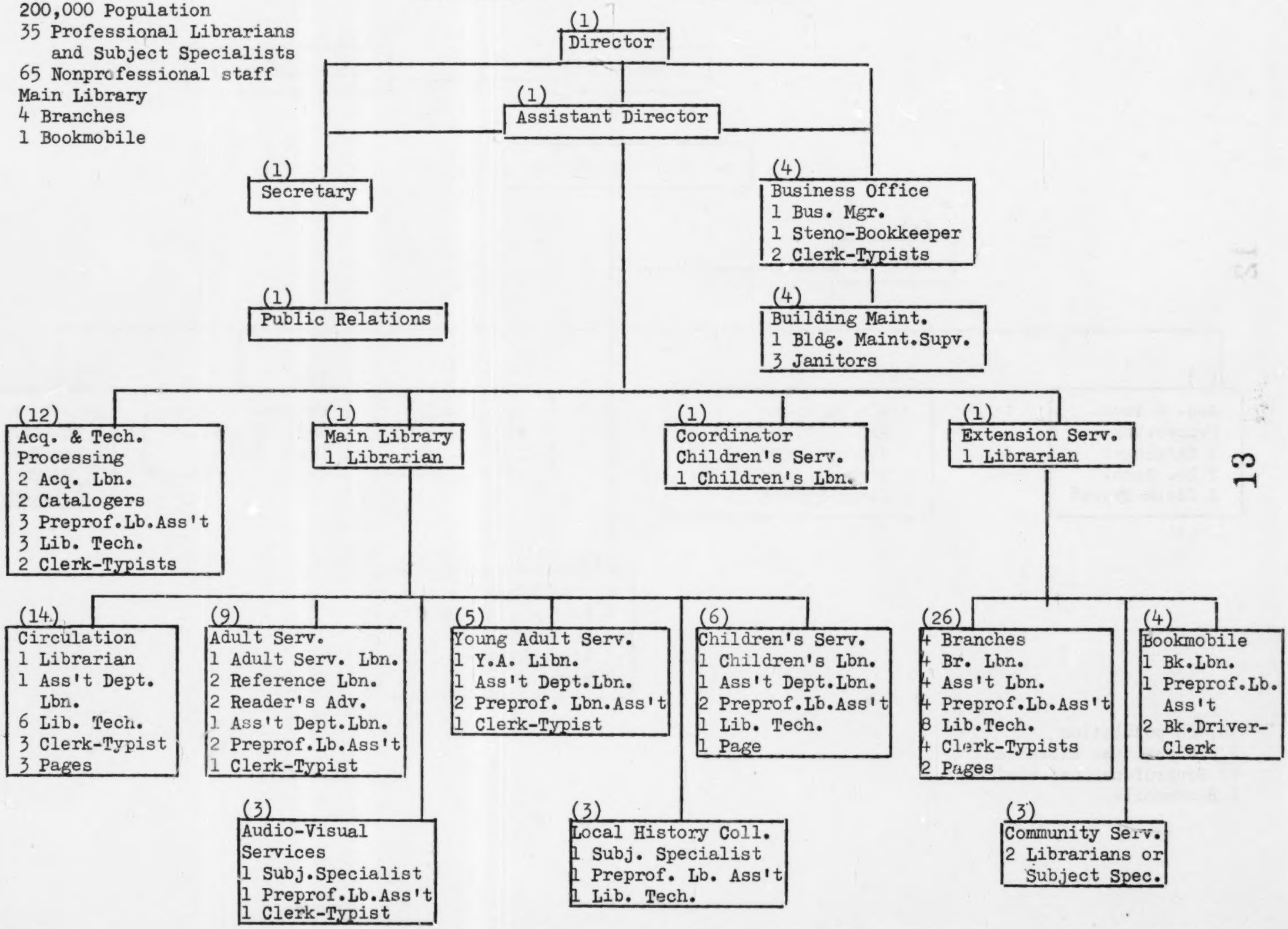
ORGANIZATION CHART OF A SMALL LIBRARY



50,000 population
8 Professional Librarians
17 Nonprofessional staff
1 Bookmobile

ORGANIZATION CHART OF A LARGE LIBRARY

200,000 Population
35 Professional Librarians and Subject Specialists
65 Nonprofessional staff
Main Library
4 Branches
1 Bookmobile



PREPARING A POSITION CLASSIFICATION PLAN

Several terms used in position classification tend to be confusing. The term "position" refers to the duties and responsibilities performed by one person. The term "class" means a group of positions which are sufficiently similar in duties and responsibilities that each position in the group (a) can be referred to by the same job title, (b) may have the same education and experience requirements, and (c) may have the same schedule of pay.

In brief, position classification involves the following five steps:

a. Securing information about all positions in the library.

b. Analyzing the positions in terms of ultimate allocation factors.

c. Assigning the classes of positions to levels.

d. Writing descriptive class specifications.

e. Allocating individual positions to classes.

The following brief description of each of the above steps may not be sufficiently detailed for a librarian to prepare a position classification plan. Material in the following publications will provide additional help:

A.L.A. Board on Personnel Administration. Subcommittee on Analysis of Library Duties. DESCRIPTIVE LIST OF PROFESSIONAL AND NONPROFESSIONAL DUTIES IN LIBRARIES. Chicago: American Library Association, 1948.

A.L.A. Personnel Publications Committee of the Personnel Administration Section. PERSONNEL ORGANIZATION AND PROCEDURE: A Manual Suggested for Use in Public Libraries. 2nd. ed. Chicago: American Library Association, 1968.

A.L.A. Subcommittee on Job Analysis Manual and Classification and Pay Plan Manual. POSITION CLASSIFICATION AND SALARY ADMINISTRATION IN LIBRARIES. Chicago: American Library Association, 1951.

Asheim, Lester. EDUCATION AND MANPOWER FOR LIBRARIANSHIP. A.L.A. Bulletin, October 1968.

Byers, Kenneth M.; Montilla, Robert; and Williams, Elmer V. ELEMENTS OF POSITION CLASSIFICATION IN LOCAL GOVERNMENT. Civil Service Assembly now Public Personnel Association, 1955. pp. 49. $2.

Pace, Elizabeth. COUNTY SALARIES IN NORTH CAROLINA. Chapel Hill: Institute of Government, University of North Carolina, Chapel Hill.

a. Securing Information

For the purpose of securing information as to what an employee does, each employee is asked to complete a position description. See Exhibit VI. Each supervisor is asked to review the forms completed by his em-

ployees for accuracy and completeness, and employees and supervisors are interviewed by the person or persons preparing the classification plan to verify information received and to fill in omissions.

The position description form and the interview are concerned only with what the employee does, not with his long tenure, not with his previous training or experience, not with the quality of his work, and not with what the employee ought to be doing.

b. Analyzing Positions

The second step is to analyze the information obtained about each position in order to group all positions involving similar duties into a class under the same title. This analysis requires a consideration of the factors in each position which make it comparable to or different from other positions.

Six ultimate allocation factors are used in grouping positions into classes.

Nature of work

Difficulty and complexity of duties

Nonsupervisory responsibilities

Supervisory and administrative responsibilities

Qualification standards

Nature of unusual working conditions or other critical factors

c. Assigning the Classes to Levels

The third step in the preparation of a classification plan is to arrange the groups of positions or classes in orderly fashion. Here the objective is two-fold. First, to clarify the relations among classes of positions by developing vertical series where possible (departmental assistant, departmental librarian, librarian). Second, to assign the various classes to levels which may be used for salary purposes. Level 1 would include classes of positions involving the least responsibility, and Level 2 would include classes of slightly higher responsibility, etc.

d. Writing Class Specifications

Because most city and county officials are familiar with the terminology used by the North Carolina State Personnel Department in preparing classification and pay plans for local governments, their format has been followed in the specifications. The State Personnel Department's definitions of terms employed are given below:

A class specification is a generalized description of the duties and responsibilities characteristic of one or more positions which compromise a class; it is not intended to describe all the duties of each position in the class but rather to give a composite view of the class so as to set it apart from other classes. Each class specification includes the following sections: (1) Class Title, (2) Nature of Work, (3) Illustra-

tive Examples of Work, (4) Knowledge, Skills and Abilities, (5) Acceptable Training and Experience, and where applicable, (6) Necessary Special Requirements.

Class Title

The class title may cover positions in several departments; therefore, it is intended to be used for payroll, personnel, and other official forms. It is not intended to prevent the use of more specific working titles, if the department so desires. . . .

Nature of Work

This section of the class specifications describes by a general statement and then by more detailed statements the type of work and responsibilities which characterize the class. A consideration of such factors as variety and difficulty of work, work hazards, supervision received and exercised, and other distinguishing features may also be included.

Illustrative Examples of Work

This section is not intended to define or limit the duties which may be assigned to an employee. Any single position in the class will involve duties which are not listed. The section, therefore, is intended to illustrate a more specific picture of the duties assigned to positions in the class in terms of typical examples rather than an all inclusive list of assignments.

Knowledge, Skills, and Abilities

This section sets forth the requirements of employees for successful performance of work in positions assigned to the class. Knowledge, skills, and abilities have been written primarily in terms of what are required of new employees at time of appointment. They are not intended to specify the desirable qualifications of a thoroughly experienced employee in the class. Thus they are intended primarily to be of assistance in recruitment, examination, and placement of applicants. Personal characteristics required of employees, such as honesty, courtesy, dependability, sobriety, and industry are not mentioned; they should be implied as required qualifications for all classes of work in public service. The degree of knowledge required in classes is indicated through the use of phrases which have the meanings indicated below:

"Some Knowledge" - implies familiarity only with the elementary principles and terminology.

"Working or General Knowledge" - these terms should be used interchangeably to imply sufficient knowledge of the subject to enable the employee to work effectively within a normal range of standard work situations with only general supervision. Ordinarily a college graduate in a particular field should have a general knowledge of the subject matter of that field. An individual seeking employment as a tradesman should have a working knowledge of the methods, tools, techniques, and practices of that trade.

"Considerable Knowledge" - implies enough knowledge of the sub-

ject to enable the employee to work independently without direct supervision and to assume responsibility for the solution of unusual as well as commonplace work problems.

"Thorough Knowledge" - implies an advanced knowledge and comprehensive understanding of the subject matter which will permit not only the solution of unusual work problems but also advising on technical questions and planning methods for difficult work situations.

Acceptable Training and Experience

This section presents a statement of the most desirable combination of training and experience which an applicant for a vacant position in the class should possess at the time of appointment. On most specifications the phrase 'or an equivalent combination of training and experience' should be included. The exact interpretation of this phrase and the determination of acceptable equivalent should not be spelled out on the class specification but should be left to the good judgment of appointing authorities.

Necessary Special Requirements

In this particular section are listed specific licenses or certificates needed by an employee to perform a given job. . . .

The class specifications included in Exhibit II are illustrative of a form which may be used in writing specifications.

Most of the same specifications in Exhibit II are more nearly job descriptions than the type of class specifications which would be used in a large governmental unit. The reasons are two-fold.

First, many library classes are single position classes in even the largest libraries in this state, i.e., chief librarian, assistant librarian, stenographer-bookkeeper, clerk-typist, janitor.

Second, because it was felt that detailed job descriptions of all the professional library positions at the departmental level would be helpful to persons planning or staffing a library, no class specification was prepared for departmental librarian. Instead, specifications have been prepared for nine professional jobs at the departmental class level. These specifications include acquisition librarian, adult services librarian, bookmobile librarian, branch librarian, cataloger, etc. These specifications were prepared in order that they might serve as a guide for librarians and library boards in preparing a plan of personnel organization. No attempt has been made to make this manual all inclusive.

Class specifications for every class of library position have not been prepared. Large libraries may have additional classes. In a small library one librarian may have duties which are performed by several persons in a larger library. These specifications are intended only to be suggestive. Each library or governmental unit should prepare class specifications for the classes of positions existing in that library.

Some libraries will have fairly high level positions for specialists or professional people other than librarians. These could in-

clude audio-visual specialists, public relations officers, language specialists, art specialists, special community workers, etc. No attempt has been made to write class specifications for such specialists.

e. Allocating Positions to Classes

The fifth step in the classification of positions is the allocation of individual positions to classes. For identification purposes, positions may be referred to by number. Unless vacant they are usually referred to by the name of the incumbent. The allocation of positions involves preparing a list which includes the name of the incumbent of each position, his previous job title, and the title of the class of positions to which his position has been assigned.

PREPARING A PAY PLAN

The two principal factors affecting the pay for a class of positions in a library are:

> The duties and responsibilities of the position
>
> The salaries paid for similar work in the community or in comparable institutions

The position classification plan having established the level of importance of the duties a pay plan or salary schedule indicates an appropriate starting salary and increments recognizing the progressive increase in value of the employee.

a. Collecting Comparative Salary Data

After a summary of the duties and responsibilities of the positions has been prepared, salary data is then secured from the State Library, library placement offices, governmental units, comparable institutions, and other libraries and private employers in the area. The collected salary data is tabulated to show the minimum, maximum, and the average salary paid for each class in each position.

b. Policy Decisions Regarding the Pay Plan

After the classification plan has been prepared and comparative salary data collected, policy decisions must be made by the board of trustees as to whether library salaries should correspond to the lowest average or highest salaries paid for comparable work by neighboring libraries and governments. The board should also decide whether increments should be granted automatically or only as merited.

Usually the salary scale is arranged in a series of six increments, with each increment representing an increase of approximately 5% above the previous one.

These decisions will determine the framework of the pay plan. With this framework in mind, the comparative salary data is analyzed to determine tentative minimums and maximums for each class of positions. These tentative conclusions are then compared with and reconciled with the levels of the classification plan. The pay plan is then constructed by comparing and compromising the levels assigned by the classification plan with the salary ranges indicated by the salary survey.

c. Installing a Pay Plan

The following four policies should be followed in installing the proposed pay plan:

> No employee shall receive a cut in salary as a result of the transition to the new classification or pay plan.
>
> Employees being paid below the minimum shall be raised to the minimum or to the appropriate step

within the range.

Employees within the range but not on a step shall be raised to the next higher step.

Employees being paid at a rate above the maximum rate assigned for a class shall remain at their present salary as long as it is above the maximum rate.

d. Suggested Schedule of Salary Ranges

The schedule of salary ranges appearing in Table II on the following page is the schedule now in use by the North Carolina State Personnel Department.

The schedule consists of a minimum and a maximum annual salary for forty-eight different salary ranges. There are five steps between each minimum. Each step is approximately five per cent higher than the previous step. Each minimum and maximum is approximately five per cent higher or lower than the minimum and maximum of the salary range below or above.

This schedule is an example of an integrated schedule of pay ranges. Forty-eight different rates of pay are included in the schedule as most rates appear six times in six different ranges. Each range differs from the range below it in that the bottom step (or minimum) has been dropped off and a step added at the top. The schedule has been designed in this fashion in order to simplify the task of payroll computation.

Professional librarian's salary should be in line with salary schedules set by the N. C. State Personnel Department since professional librarians are drawn from the national market. See Table III.

Preprofessional employees who are college graduates should be paid at the prevailing schedule for public school teachers in the area. Those with less than four years of college should be paid proportionately less. Years of experience should be given consideration.

Business managers, stenographers, typists, and clerks should be paid in line with similar positions in the area.

Maintenance personnel also should be paid at the local prevailing wages. Consideration should be given to the possibility of contracting for building and grounds maintenance.

TABLE II

NORTH CAROLINA

STATE PERSONNEL DEPARTMENT

SALARY SCHEDULE

EFFECTIVE JULY 1, 1969

SALARY GRADE	STEPS					
	1	2	3	4	5	6
47	3444	3600	3756	3912	4080	4260
48	3600	3756	3912	4080	4260	4452
49	3756	3912	4080	4260	4452	4656
50	3912	4080	4260	4452	4656	4872
51	4080	4260	4452	4656	4872	5088
52	4260	4452	4656	4872	5088	5328
53	4452	4656	4872	5088	5328	5580
54	4656	4872	5088	5328	5580	5844
55	4872	5088	5328	5580	5844	6120
56	5088	5328	5580	5844	6120	6408
57	5328	5580	5844	6120	6408	6708
58	5580	5844	6120	6408	6708	7020
59	5844	6120	6408	6708	7020	7344
60	6120	6408	6708	7020	7344	7680
61	6408	6708	7020	7344	7680	8028
62	6708	7020	7344	7680	8028	8412
63	7020	7344	7680	8028	8412	8808
64	7344	7680	8028	8412	8808	9216
65	7680	8028	8412	8808	9216	9660
66	8028	8412	8808	9216	9660	10116
67	8412	8808	9216	9660	10116	10608
68	8808	9216	9660	10116	10608	11100
69	9216	9660	10116	10608	11100	11664
70	9660	10116	10608	11100	11664	12240
71	10116	10608	11100	11664	12240	12840
72	10608	11100	11664	12240	12840	13476
73	11100	11664	12240	12840	13476	14124
74	11664	12240	12840	13476	14124	14844
75	12240	12840	13476	14124	14844	15564
76	12840	13476	14124	14844	15564	16332
77	13476	14124	14844	15564	16332	17136
78	14124	14844	15564	16332	17136	17988
79	14844	15564	16332	17136	17988	18876
80	15564	16332	17136	17988	18876	19812
81	16332	17136	17988	18876	19812	20796
82	17136	17988	18876	19812	20796	21816
83	17988	18876	19812	20796	21816	22920
84	18876	19812	20796	21816	22920	24048
85	19812	20796	21816	22920	24048	25236
86	20796	21816	22920	24048	25236	26496
87	21816	22920	24048	25236	26496	27828
88	22920	24048	25236	26496	27828	29220
89	24048	25236	26496	27828	29220	30684
90	25236	26496	27828	29220	30684	32220
91	26496	27828	29220	30684	32220	33828
92	27828	29220	30684	32220	33828	35520
93	29220	30684	32220	33828	35520	37296
94	30684	32220	33828	35520	37296	39168

TABLE III

PROFESSIONAL LIBRARIAN'S SALARY SCALE TO BE USED IN QUALIFYING FOR STATE PERSONNEL GRANTS
BASED ON NORTH CAROLINA STATE PERSONNEL SALARIES FOR PROFESSIONAL LIBRARIANS

1969

County Libraries

Position	Population Served	Minimum Professional Grade	Salary Range(Step in Range Depends on Experience and Qualifications)					
Chief Librarian	50,000 - 100,000	Librarian III (68)	$ 3808	$ 9216	$ 9660	$10116	$10608	$11100
Chief Librarian	100,000 - 150,000	Librarian IV (71)	10116	10608	11100	11664	12240	12840
Chief Librarian	150,000 - 200,000	Librarian V (73)	11100	11664	12240	12840	13476	14124
Chief Librarian	200,000 - 250,000 250,000 -	Librarian VI (76) Librarian VII (78)	12840	13476	14124	14844	15564	16332

Regional Libraries

Chief Librarian	75,000 - 150,000 (or at least 6 counties)	Librarian IV	10116	10608	11100	11664	12240	12840
Asst. Librarian or Subj. Specialist		Librarian II or Librarian III	8028 8808	8412 9216	8808 9660	9216 10116	9660 10608	10116 11100
Chief Librarian	150,000 - 200,000	Librarian V	11100	11664	12240	12840	13476	14124
Asst. Librarian or Subj. Specialist		Librarian III or Librarian IV	8808 10116	9216 10608	9660 11100	10116 11664	10608 12240	11100 12840
Chief Librarian	200,000 -	Librarian VI	12840	13476	14124	14844	15564	16332
Asst. Librarian or Subj. Specialist		Librarian IV or Librarian V	10116 11100	10608 11664	11100 12240	11664 12840	12240 13476	12840 14124

NCSL - 7/14/69

PREPARING A STATEMENT OF WORKING CONDITIONS

To be of continuing value, the personnel policies must be formally adopted by the board of trustees or local governing body.

Exhibit III is a sample personnel ordinance or resolution which may be of assistance to librarians attempting to prepare a statement of working conditions. It is patterned after ordinances and resolutions now in effect in several North Carolina cities and counties and suggestions of the American Library Association.[1]

Some of the following policies governing conditions of employment have been included in the sample personnel resolution.

a. Probationary Period

A probationary period should be as much a part of the selection process as the certification requirements, a performance examination for clerks or typists, or an investigation of character or previous employment. The sample resolution provides that all employees shall serve a twelve-month probationary period. Such a period emphasizes to the employee and the public that satisfactory performance on the job is a condition of employment.

b. Hours of Work

The American Library Association in 1968 suggested 37 1/2 hours per week for library employees.[2]

c. Vacation Leave

The American Library Association recommends: "full-time staff members in the professional and supporting staff services, except pages, receive 22 working days. Full-time pages and maintenance employees are allowed 10 working days in each of the first three years of service and 15 working days thereafter. Part-time employees working on a regular schedule receive the same proportionate vacation allowance as is given full-time staff members in the same service and with the corresponding years of employment. No vacation allowance is given those employed on a temporary or substitute basis.

For new staff members, not excluded from vacation allowance in line above, who have been in the library's employ ____ months but less than the full vacation year, the allowance is prorated for the number of months of service. No allowance is given for less than ____ months' employment."[3]

The librarian should schedule vacations to interfere to the least possible extent with the operation of the library and to provide insofar as possible for the preferences of employees.

The resolution contains no recommendation as to the accumulation of

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[1] American Library Association. Personnel Organization and Procedure: a manual suggested for use in public libraries. 2nd ed. 1968.

[2] Ibid. p. 18

[3] Ibid. pp. 18-19

annual leave. The committee recommends that the accumulation of vacation time should be at the discretion of the chief librarian and the board of trustees.

Circumstances under which library employees should receive compensatory pay or time should be specified in the resolution.

d. Sick Leave

The sample resolution provides that sick leave is a privilege granted by the library. The resolution provides that each employee will be credited with one day of sick leave a month which may be cumulated indefinitely.

e. Notice of Resignation

In resigning employment, library employees should give as much notice as possible. A chief librarian (or director) should always give at least two months' notice; other professional personnel at least one month; and other employees at least two weeks.

Employees whose conduct or performance of duty is unsatisfactory should be dismissed and be given the same period of notice as would be required in case of their resignation or paid for that period in lieu of notice.

f. Retirement and Group Insurance

All library employees are covered by Social Security and should be members of an actuarially sound supplementary retirement system. Employees of municipal, county and regional libraries in North Carolina are eligible for membership in the North Carolina Local Governmental Employees' Retirement System (G.S. Chapter 128, Article 3; G.S. 160-70(4)).

Each library employee who has attained the age of sixty-five years should be retired at the end of the fiscal year unless the chief librarian and the library board of trustees shall request that the employee remain in service.

Local governing bodies and local library boards of trustees are authorized by state acts to provide that library employees be covered by group health, group life, and group accident and health insurance. The premium for each of these three types of group insurance may be paid by the governmental unit, by the employee, or jointly or severally. (G.S. 57-1.2; G.S. 58-210(1)(b), (6), G.S. 254.4).

g. Workmen's Compensation

The North Carolina Workmen's Compensation Act provides that all public employees are covered by the provisions of Workmen's Compensation Act. A local governmental unit may comply with the provisions of the act by either purchasing workmen's compensation insurance from an insurance company or by qualifying as a self-insurer. Incorporated or association libraries should provide for employees through an insurance company.

h. Evaluation of Employees

If the pay plan in the personnel policy includes a provision for merit

increases, formal or informal employee evaluation comes into the picture.[1] Few libraries other than the large systems make written ratings of employees. A fair number start a program of written ratings, but soon allow the practice to fall into disuse. This is not surprising as formalized employee evaluation as it is usually practiced has some distressing aspects. Curiously, while employees say that they "want to know how they stand" in their jobs, they usually react with alarm when they know that supervisors are rating their work. Secondly, administrative personnel know that they must make some type of employee evaluation, yet dislike filling out rating forms and interviewing employees on the ratings. For sample rating forms, see Exhibits IV and V.

If written ratings are not used, periodic verbal analyses of each employee's performance should be made. This can be done by supervisors discussing employees with the director, then either the director or the supervisor discussing with the employee how each feels the employee is getting along in his job. This usually provides an opportunity to give credit for doing well in addition to pointing up areas that require improvement. This interview should begin with the supervisor asking the employee how "he" feels he is getting along; and what he feels the library is doing to help or hamper him in his work. By reserving comment by the supervisor until after the employee has expressed himself, the interview is more likely to develop into a frank discussion of strengths and weaknesses in both the employee and the supervisor. The evaluation interview is ideally a two-way attempt at understanding.

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[1] Torbert, Frances. PERSONNEL MANAGEMENT IN SMALL COMPANIES. (Los Angeles: Institute of Industrial Relations, University of California, Los Angeles, 1959.) 102pp. p.65.

EXHIBIT I

NORTH CAROLINA PUBLIC LIBRARY CERTIFICATION BOARD

Regulations for Certification of Public Librarians, Revised, 1963

Pursuant to the General Statutes of North Carolina, Chapter 125-9, regulations for the certification of public librarians in North Carolina are revised as follows, effective January 1, 1964:

1. "Certification Requirements for Public Librarians of North Carolina (Revised 1959)" are rescinded, effective December 31, 1963.

2. On and after January 1, 1964, certification of subprofessional personnel is discontinued and Subprofessional Certificates, Grades I and II, issued prior to this date will not be renewed upon their expiration.

3. Ungraded, permanent, professional certificates issued prior to June 8, 1953, will remain valid and will not be affected by these regulations. Professional Certificates, Grades I, II, and III, issued between June 8, 1953 and December 31, 1963, are hereby converted to ungraded, permanent, professional certificates, effective January 1, 1964.

4. On and after January 1, 1964, ungraded, permanent, professional certificates will be issued to applicants who qualify under one of the following specifications:

   a) Hold a fifth-year graduate degree (B.S. in L.S., M.S. in L.S., or the equivalent) from a library school accredited by the American Library Association at the time his degree was awarded; or,

   b) Hold a master's degree in librarianship from an institution of higher education which is not accredited by the American Library Association but which is approved by a national, regional, or state accrediting body, and have completed one year of professional experience in a public library; or,

   c) Hold a bachelor's degree from an institution of higher education approved by a national, regional, or state accrediting body which includes a minor sequence in library science, and, have completed not less than 15 semester hours (24 quarter hours) of graduate study in librarianship in a school accredited by the American Library Association, and, have completed not less than two years of professional experience in a public library. The total library science content

in undergraduate and graduate study programs combined shall aggregate not less than 30 semester hours (45 quarter hours).

5. In determining the eligibility of an applicant for certification under 4 (b) and 4 (c), the board will be guided by the American Library Association accrediting standard that the formal study program of the librarian must exhibit appropriate balance between general and professional education, and that professional content in library science shall constitute approximately one-fifth of the total study program. Applicants whose preparation in general education (liberal arts and sciences) does not meet this standard will not be eligible for certification under sections 4 (b) and 4 (c).

6. Applicants who, on the effective date of these regulations, have begun a program of study to qualify them for a Professional Certificate, Grade II, under the provisions of the 1959 regulations of this board will be granted ungraded, permanent, professional certificates upon completion of their study, providing that the requirements for the Professional Certificate, Grade II, as stated in the 1959 regulations are met in full on or before January 1, 1967.

7. Applicants for certification under these regulations should write to the North Carolina State Library, P. O. Box 2889, Raleigh, 27602 for the necessary forms.

EXHIBIT II

SAMPLE CLASS SPECIFICATIONS

	Page
Professional	
Chief Librarian (or Director)	24
Assistant Librarian (or Assistant Director)	26
Departmental Librarian	
Acquisition Librarian	27
Adult Services Librarian	29
Bookmobile Librarian	31
Branch Librarian	33
Cataloger	35
Children's Librarian	36
Extension Librarian	37
Reference Librarian	39
Young Adult Librarian	41
Assistant Departmental Librarian	43
Preprofessional	
Preprofessional Library Assistant	44
Clerical and General	
Business Manager	45
Secretary-Bookkeeper	46
Library Technician	47
Clerk-Typist	48
Bookmobile Driver-Clerk	49
Janitor	50
Library Page	51

CHIEF LIBRARIAN (or DIRECTOR)

Definition

Subject to the policies and rules of the board of trustees or other governing body, an employee of this class is responsible for the administration of a public library.

Distinguishing Features of Work

Work involves planning, organizing and coordinating the work of the various divisions and branches of the library system, study and work with community leaders and organizations in developing programs to meet the reading and informational needs of the service area, and performing managerial duties relating to office routine, personnel actions, and budgetary items.

Illustrative Examples of Work

Plans, directs and supervises the work of members of the staff; employs and releases personnel; recommends promotions and merit increments; prepares work assignments and schedules; holds staff meetings.

Plans or supervises a publicity program; participates in community activities and maintains contacts with local officials, organizations and library patrons in order to interpret the services and objectives of the library.

Prepares preliminary budget, confers with library board, and with members of board presents budget to governmental officials.

Presents and interprets statistical, financial and other reports to the board, governmental officials and the public.

Directs and supervises maintenance of buildings, grounds and property; helps plan new buildings or alterations in existing buildings.

Acts as executive officer of library board; helps prepare agenda and attends all meetings; submits reports of all activities; serves as advisor on matters of policy.

Supervises book selection based on needs of community and library, on objectives and policies of library, and in keeping with budgetary limitations; offers advice and sets up mechanism for purchase of books to supply needs of all departments of the library and for systematic weeding of the collection.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledges, Skills, and Abilities

Thorough knowledge of the principles, practices, and techniques of modern library operation and administration.

Considerable knowledge of the organization and departmental functions of county and city government.

Thorough knowledge of and background in various types of informational materials.

Ability to plan, organize, and administer a public library system to meet the needs of the community.

Ability to deal effectively with civic and community groups.

Ability to present ideas effectively - orally and in writing.

Ability to establish and maintain effective working relationships among employees.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Considerable professional experience in library field including supervisory and administrative responsibilities.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

ASSISTANT LIBRARIAN (or DIRECTOR)

Definition

An employee in this class is responsible for assisting the chief librarian (or director) in directing specific phases of a library program or in the supervision of the administration of a public library.

Illustrative Examples of Work

Assists the chief librarian in administering the work of the library.

Acts as chief librarian in absence of that official.

Prepares newspaper and radio publicity; makes talks to groups and in other ways stimulates the use of the library services in the community.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

Considerable knowledge of professional library techniques, procedures, systems, aims and objectives.

Ability to organize and supervise the work of professional and clerical library employees.

Ability to administer library procedures and to maintain high standards of library service.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Professional experience in library field including supervisory and administrative responsibilities.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

ACQUISITION LIBRARIAN

Definition

An employee in this class administers the work of the acquisition department and supervises the staff.

Distinguishing Features of Work

Work involves organization of the acquisition routines, scheduling frequency of purchases, controlling the established budget for acquisitions, and planning and supervising the work of the staff. Procedures may be planned in collaboration with the chief librarian, but individual initiative in carrying out functions of the department is imperative. Work is reviewed by reports and through conferences.

Illustrative Examples of Work

Organizes and assigns ordering and related work for the staff.

Negotiates with publishers, dealers, and salesmen for catalogs, special discounts, convenient and economical transportation, correction of errors.

Consults with chiefs of departments and divisions regarding purchases.

Reads, reviews and makes recommendations concerning selection of library materials.

Controls the established budget for acquisitions and schedules frequency of purchases.

Establishes and supervises order information files for determining status of material; maintains want lists for books and library materials.

Searches for difficult trade bibliographical information; prepares and assembles data for orders; places orders; and verifies and approves invoices.

Establishes and supervises check lists of serials.

Acknowledges and records gifts.

Performs such other related work as may be required.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

Thorough knowledge of books, book markets, library discounts, publishers, editions, publishing standards, publishers' output, copyright laws and regulations, and customs laws and regulations insofar as they relate to

books.

Thorough knowledge of technical order procedures and problems.

General knowledge of library organization, procedure, policy, aims, and service.

Ability to analyze all processes carefully and assign the routine duties to clerical staff members.

Ability to plan, lay out, direct and coordinate the work of others.

Skill in the use of bibliographical aids.

Judgment in establishing and maintaining valuable information files and records.

Accuracy in maintaining the records and reports necessary to acquisition work.

Ability to maintain effective working relationships with other employees.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Experience in library work of a responsible professional nature, and an affinity for all aspects of work connected with acquisition and the book trade.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

ADULT SERVICES LIBRARIAN

Definition

An employee in this class performs responsible professional work in furthering the library's services to adults.

Distinguishing Features of Work

Work involves planning, developing, and executing a program designed to interest adults in using the library. Work may include supervising circulation of films and phonograph records; organizing and leading open forum discussion groups; and scheduling and preparing exhibits and displays.

Work requires a background of music appreciation, knowledge of current events, and the ability to present ideas effectively. It is performed under general supervision, after conferences on broad outline of plans. It requires the exercise of considerable initiative and independent judgment, in securing the cooperation of adults in the library's program. Work is checked by observation, in conferences, through reports, and by the general response of the public to, and participation in the adult programs.

Illustrative Examples of Work

Provides guidance to individuals in the use of library materials.

Organizes discussion groups; selects and trains the group leaders, arranges schedule of group discussions; attends sessions; supplies materials; and keeps records and prepares reports.

Prepares and arranges publicity relating to adult services.

Manages film program and attends meetings relating to use and selection of films.

Maintains collection of phonograph records.

Prepares long-range schedules for exhibits and displays of interest to adults.

Performs related work as indicated.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

Thorough knowledge of adult materials.

Considerable knowledge of civic organizations, special groups, community resources, and potential group leadership.

Considerable knowledge of group techniques and of sources of educational films and musical recordings.

General knowledge of the principles, practices, and techniques of modern librarianship.

Ability to meet and deal tactfully with adults of varying ages and economic levels.

Ability to plan, develop and organize educational programs to fit the needs of adults.

Ability to select and train group leaders, and to direct discussion groups.

Ability to maintain effective working relationships with other employees.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Experience in general library work involving contact with the public.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

BOOKMOBILE LIBRARIAN

Definition

An employee in this class performs responsible professional work in managing a mobile library for specified areas.

Distinguishing Features of Work

Work involves planning and organizing service, selecting library materials to meet needs of bookmobile patrons, discussing books with patrons and assisting them in making selections. Work involves supervision of assistants, maintenance of records, and preparation of reports and schedules. Work is performed under general supervision and is evaluated by observation, and through a review of records and reports.

Illustrative Examples of Work

Participates in survey of community and in planning bookmobile routes and schedules; recommends changes as needed.

Selects books and other materials from main library to meet anticipated interests and specific requests of patrons.

Participates in loading bookmobile and securing necessary aids.

Meets and welcomes patrons at scheduled stops, discusses books and assists them in making selections.

Supervises record of circulation; prepares monthly and annual reports.

Recommends books for purchase.

Performs related work as assigned.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

Considerable knowledge of a wide variety of literature and informational materials.

Working knowledge of the community served and of the reading levels and interests of the various age groups.

General knowledge of the principles, practices, and techniques of modern library operation.

Thorough knowledge of circulation procedures.

Ability to guide patrons in making book selections.

Ability to deal tactfully and courteously with the public.

Ability to prepare reports and present ideas orally and in writing.

Ability to establish and maintain effective working relationships with other employees.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Some experience in library work.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

BRANCH LIBRARIAN

Definition

An employee in this class performs responsible professional and supervisory work in managing a branch library.

Distinguishing Features of Work

Work involves the responsibility for a branch library including the planning and organizing of special programs for adults and children, the participation in, and supervision of circulation activities and reference work, the preparation of displays and the care of the building and equipment. Work also involves public contact of a promotional nature in working with organizations in the area. Instructions received are of a general nature with employee proceeding on own initiative with only occasional reference to a superior for advice on special problems. Work is reviewed by observation and through conferences and reports.

Illustrative Examples of Work

Meets with community groups to explain library services and promote use of its facilities.

Supervises work at circulation desk.

Assists patrons in locating reference materials.

Arranges for exhibits.

Plans and develops programs for the branch.

Recommends books, magazines, other materials and equipment for purchase, requisitions for supplies.

Supervises care of building and equipment.

Prepares periodic reports of activities.

Performs related work as assigned.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

Thorough knowledge of the principles and practices of modern library operation.

Considerable knowledge of and background in various types of literature.

General knowledge of the community.

Ability to plan, organize, and execute special programs utilizing

library facilities.

Ability to stimulate interest and encourage participation in reading and other library activities.

Ability to guide patrons in making book selections.

Ability to deal tactfully and courteously with the general public.

Ability to establish and maintain effective working relationships with other employees.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Some experience in library work.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

CATALOGER

Definition

An employee in this class classifies, catalogs and organizes books and other library materials.

Distinguishing Features of Work

Work involves planning and organizing cataloging; helping to select materials to be added; determining the classification of materials into proper groups, and coordinating the work of typists and other clerical positions. Work requires thorough training and independent judgment. Evaluation of effectiveness is judged by the usefulness of the catalog as it is prepared, and by the promptness with which materials are prepared for circulation.

Illustrative Examples of Work

Assigns classification numbers and subject headings to books received; supervises ordering and typing of shelf list and catalog cards.

Is responsible for records of acquisitions and withdrawals.

Supervises filing of cards in all catalogs and shelf lists of the library.

Performs related work as required.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

Thorough knowledge of the principles, practices and techniques of modern library operation.

Thorough knowledge of principles and practices of cataloging and classification.

Considerable background knowledge of various types of literature.

Working knowledge of cataloging aids.

Ability to set up and maintain systematic files with multiple cross references.

Ability to establish and maintain effective working relationships with other employees.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Experience in cataloging.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

CHILDREN'S LIBRARIAN

Definition

An employee in this class performs responsible professional work in providing, maintaining, and promoting library service to children.

Distinguishing Features of Work

Work involves planning, developing, and executing a program designed to interest children in the use of the library; selection of books and maintenance of balanced collection. Work involves training and supervising personnel, compiling statistical reports and submitting annual departmental budget request. Work involves study with community agencies, parents, and teachers to develop a program to meet the needs of children served. Work involves cooperating with schools to stimulate use of library services.

Illustrative Examples of Work

Gives readers' advisory service to children; searches for materials and information requested by or for children.

Advises adults concerning choice of books and other materials for children.

Selects books and materials for purchase.

Plans for regular story hours and other special programs.

Arranges for exhibits; prepares publicity.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

Thorough knowledge of the principles, practices, and techniques of modern library operation.

Thorough knowledge of community needs with reference to children.

Ability to make a varied, balanced collection of books, periodicals and other materials available to children.

Ability to introduce children to books and to interest them in the use of the library resources.

Ability to exercise initiative and independent judgment.

Ability to establish and maintain effective working relationships with other employees.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Experience in library work with children.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

EXTENSION LIBRARIAN

Definition

An employee in this class performs responsible professional work in extending the public library's services outside the main building.

Distinguishing Features of Work

Work involves planning, organizing and executing a program designed to interest individuals and groups in the use of library facilities outside the main library. Prepares annual budget request for extension program. Work includes scheduling and supervising bookmobile services and personnel; supervising branch library services and personnel; visiting community groups to stimulate interest in the library's services; assisting in selection of materials to meet needs and interests of branch library and bookmobile patrons. It involves the exercise of independent judgment in selecting and interpreting literature suitable to the different age groups. Work is performed independently after conferences with the chief librarian on broad outline of plans, and is evaluated by observation, through reports, and by the general response to and participation in the extension programs.

Illustrative Examples of Work

Coordinates programs and services of all units outside main library.

Plans and directs bookmobile service; arranges schedules, discusses over-all plans with bookmobile personnel and gives assistance as needed in carrying out the program.

Works with branch libraries in the same way as stated above.

Participates in planning and conducting in-service training programs for extension personnel.

Confers with reference, adult, young adult, children's librarians and other specialists as needed.

Assists in building balanced collections of materials to meet needs of communities served by branches and in the regular exchange of books between branches and the main library.

Arranges for exhibits and their rotation.

Performs related work as required.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

Thorough knowledge of the principles, practices, and techniques of modern library operation.

Thorough knowledge of various types of informational materials, including children's literature and reference matter.

Considerable knowledge of the community needs with reference to the use of books and other library materials and services.

Considerable knowledge of civic organizations and community resources.

Ability to plan, organize, and execute special programs to meet needs of special groups, and to stimulate interest and encourage participation in the library's program.

Ability to deal tactfully with civic groups, parents, children, and the general public, and ability to maintain effective working relationships with other employees.

Ability to exercise initiative and independent judgment in meeting situations as they arise.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Experience in bookmobile and branch library work.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

REFERENCE LIBRARIAN

Definition

An employee in this class plans and supervises the work of the reference department.

Distinguishing Features of Work

Work involves decisions determining the organization of reference services, the extent and kind of service to be given to individuals and groups, the formulation of rules and regulations to implement the policies established in collaboration with the chief librarian, and the supervision of all reference activities. Makes recommendations for purchase of books and materials to increase the effectiveness of the department. Work is reviewed by reports and through conferences.

Illustrative Examples of Work

Establishes reference policies concerning organization of reference service, groups to be served, the extent and kind of service to individuals.

Plans, and assigns duties to the staff, aiding them with difficult problems.

Answers reference questions, locates materials, suggests resources in other libraries, supervises In-WATS transactions.

Instructs the patron in reference methods and sources.

Compiles bibliographies for the library, organizations, and individuals.

Contributes to local, regional, or national bibliographical projects with lists of holdings.

Organizes information files of pamphlets, clippings, maps, pictures, and maintains current statistical data.

Verifies bibliographical data for interlibrary loans.

Reads and reviews books and makes recommendations for purchase.

Confers with cataloging department from time to time.

Keeps records and compiles reports pertaining to reference service.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

Thorough knowledge of modern library organization, procedure, policy, aims, and service, particularly as they relate to reference work.

Thorough knowledge of sources of information and familiarity with reference techniques.

Considerable knowledge of the community and the interests of the groups which will make use of the service.

Ability to plan, direct and coordinate the work of others.

Ability to guide patrons in locating information to meet their needs, and to instruct them in the use of the reference books and services of the department.

Ability to meet the public pleasantly and to create an atmosphere of helpfulness.

Ability to meet all requests with resourcefulness.

Ability to establish and maintain effective working relationships with other employees.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Experience in library work with emphasis on reference service.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

YOUNG ADULT LIBRARIAN

Definition

An employee in this class performs responsible professional work in furthering library service to young people.

Distinguishing Features of Work

Work involves supervising personnel, planning, developing, and executing a flexible program designed to allow for the development of the growing and expanding interests of young people. Work involves cooperating with the schools to supplement school collections; study with community agencies, parents, teachers, and young people themselves to meet reading needs. Work involves giving individual reader's advisory service as a steppingstone between children's and adult books; work involves preparing annual departmental budget request, compiling statistical reports, and selecting and maintaining a varied, balanced book collection.

Illustrative Examples of Work

Plans, directs, and supervises the department program and the work of staff members and teen-age groups.

Selects books and other materials for purchase.

Talks to organized groups; prepares and arranges publicity.

Plans special programs of interest to teen-agers; film sessions, group discussions, jazz sessions, lecture series.

Provides opportunity for young people to discover books for pleasure and profit, and to share and cultivate enjoyment of reading.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

Thorough knowledge of the principles, practices, and techniques of modern library operation, and of adolescent psychology.

Thorough knowledge and appreciation of books.

Considerable knowledge of the community resources.

Ability to plan, organize, and execute special programs.

Ability to maintain effective working relationships with other employees.

Ability to deal tactfully with patrons and to create an informal and friendly atmosphere in the department.

Ability to exercise initiative and independent judgment.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Some professional experience in library work, with emphasis on work with young people.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

ASSISTANT DEPARTMENTAL LIBRARIAN

Definition

An employee in this class performs responsible professional work under the supervision of the departmental librarian.

Distinguishing Features of Work

Work involves assisting in performing the functions of the department, and requires initiative and independent judgment in carrying out duties.

Illustrative Examples of Work

Assists departmental librarian in planning, directing and supervising the departmental program.

Takes full responsibility in the absence of the department head.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

General knowledge of the principles, practices and techniques of modern library operation.

General knowledge of various types of informational materials.

Ability to perform efficiently the work of the department.

Ability to present ideas effectively.

Ability to deal tactfully and courteously with the general public.

Ability to maintain effective working relationships with other employees.

Acceptable Experience and Training

Graduation from an accredited college and a library school accredited by the American Library Association.

Special Requirements

Certification by the North Carolina Public Library Certification Board.

PREPROFESSIONAL LIBRARY ASSISTANT

Definition

An employee in this class performs responsible preprofessional work under the supervision of a professional librarian.

Distinguishing Features of Work

Work involves assisting in the functions of the library in a variety of nonroutine duties. Duties may include those requiring that choices be made and that judgment and discretion be exercised.

Illustrative Examples of Work

Under the guidance and supervision of a professional librarian:

Performs readers' services in reference, adult, young adult and children's areas.

Arranges film sessions, lecture or discussion programs, exhibits and other group services.

Maintains pamphlet, picture and clipping files.

Carries out interlibrary loan program.

Checks library's holdings against indexes and subject bibliographies.

Attends professional meetings; maintains active membership in state, regional and national library associations; participates in activities of professional organizations; keeps informed on current trends and developments affecting libraries.

Knowledge, Skills, and Abilities

Ability to establish and maintain effective working relationships with other employees.

P.L.A. I

Some knowledge of the various types of informational materials.
Experience in using libraries.

P.L.A. II

General knowledge of the principles, practices and techniques of modern library operation.
General knowledge of various types of informational materials.

Acceptable Experience and Training

Graduation from an accredited four-year college or university.

P.L.A. I

Graduation from an accredited four-year college or university supplemented by 18 semester hours in library science, a graduate subject field; or an equivalent combination of training and experience.

P.L.A. II

BUSINESS MANAGER

Definition

An employee in this class is responsible for the financial, purchasing, and general business management activities of a large public library. Supervision may be exercised over a small number of employees performing accounting, maintenance and custodial work.

Illustrative Examples of Work

Assists in preparing the library budget estimates and in presenting the annual budget.

Prepares or reviews requisition and purchase orders for supplies, material and equipment.

Maintains or supervises the maintenance of accounting records and the preparation of statements and payrolls.

Advises the chief librarian on administrative matters pertaining to the budget and business management and keeps the chief librarian informed as to the financial condition of the library through oral and written reports.

Supervises maintenance and custodial workers employed by the library.

Performs related work as required.

Knowledge, Skills, and Abilities

Considerable knowledge of the theory, principles, practices, and methods of accounting transactions and problems.

Ability to supervise the maintenance of accounting records, and to prepare financial statements and reports.

Ability to supervise the maintenance of the library's equipment and property.

Ability to establish and maintain satisfactory working relationships with other employees.

Acceptable Experience and Training

Graduation from a recognized college with major courses in accounting, business administration, or an equivalent combination of education and experience.

Experience in responsible accounting and auditing work.

SECRETARY-BOOKKEEPER

Definition

An employee in this class is secretary to the chief librarian, takes and transcribes dictation and performs bookkeeping and varied clerical work under general supervision.

Distinguishing Features of Work

Work involves taking and transcribing dictation for correspondence and reports and maintaining office files.

Work involves keeping financial records, preparing financial reports and writing checks for accounts and payroll.

Illustrative Examples of Work

Maintains and responsible for financial records and prepares reports as needed.

Maintains personnel records such as payroll and time sheets.

Composes and types for librarian's signature letters of transmittal and acknowledgment and other routine correspondence.

Cuts stencils and types data on cards, forms, folders, and other records.

Performs routine clerical work such as alphabetical and numerical filing, checking and proofreading, and assembling material for distribution.

Takes and transcribes dictation consisting of letters in answer to inquiries and requests for information from the public, from other agencies and from government offices or departments, office memoranda, reports.

Prepares Social Security, retirement and tax reports and forms required by law.

Performs related work as required or assigned.

Knowledge, Skills, and Abilities

Considerable knowledge of English grammar, spelling and composition, of common office practices and methods, and of bookkeeping principles and practices.

Ability to understand oral and written instructions.

Ability to take dictation and to transcribe it.

Ability to type accurately at moderate speed.

Ability to operate modern office equipment, such as typewriter, adding machine, duplicating equipment, etc.

Ability to establish and maintain satisfactory working relationships with other employees.

Acceptable Experience and Training

Graduation from high school and business training or certificate from business college.

LIBRARY TECHNICIAN

Definition

An employee in this class performs simple routine tasks and special-skills tasks under direct supervision.

Distinguishing Features of Work

Work is performed in a framework of well-established guidelines.

Instructions on procedures and techniques do not require detailed interpretation.

Illustrative Examples of Work

Checks Books in Print for availability and price.

Compiles orders according to established procedures.

Checks in new library materials received against invoices, orders, printed cards, etc., according to established procedures.

Applies assigned call numbers to library materials.

Files in card catalog and shelf list subject to revision.

Supervises and trains pages in shelving library materials.

Operates audio-visual equipment and instructs patrons in use of such equipment.

Responsible for registration files according to established procedures.

Collates books and periodicals prior to binding.

Performs related work as assigned.

Maintains library statistics.

Knowledge, Skills, and Abilities

Some knowledge of modern library organization and procedures.

Ability to follow the library's prescribed routines.

Ability to establish and maintain satisfactory working relationships with other employees.

Acceptable Experience and Training

Graduation from high school and technical training.

CLERK-TYPIST

Definition

An employee in this class performs routine tasks which may require the use of a typewriter.

Distinguishing Features of Work

Work is performed in accordance with established procedures and policies and includes the incidental operation of common business machines. Work is subject to detailed check and review for accuracy and completeness.

Illustrative Examples of Work

Types correspondence; cuts stencils; types data on cards; folders; types payrolls.

Performs alphabetical and numerical filing, checking and proofreading.

Distributes incoming mail, and assembles, wraps, weighs, stamps and forwards outgoing mail.

Performs related work as required or assigned.

Knowledge, Skills, and Abilities

General knowledge of English grammar, spelling and composition of common office practices and methods and of arithmetic.

Ability to type accurately and at moderate speed.

Ability to establish and maintain satisfactory working relationships with other employees.

Acceptable Experience and Training

Graduation from high school, including or supplemented by courses in typing and business practices.

BOOKMOBILE DRIVER-CLERK

Definition

An employee in this class drives a bookmobile and performs clerical work in assisting with the mobile library records.

Distinguishing Features of Work

Work involves driving and manipulating a bookmobile over a specified route according to a predetermined schedule; assisting the bookmobile librarian in checking books in and out, and keeping a tally of books circulated at each stop. Work also involves the responsibility for seeing that the bookmobile is kept in good working order and reporting needed repairs. Work requires constant alertness while driving, and the ability to manipulate a moderately heavy vehicle in traffic and at scheduled stations. Work is usually performed under supervision.

Illustrative Examples of Work

Loads and unloads bookmobile; checks lists of special requests to see that they are included.

Obtains card files of books checked out previously; secures pencils, date stamp and other items needed, sees that bookmobile has gas and oil for trip.

Drives over regular scheduled routes, making stops at specified stations; takes in returned books, replacing book cards, stamps books and cards loaned to patrons.

Checks on books due, mails out overdue notices.

Keeps circulation records.

Keeps records of number of stops, patrons, mileage, gasoline and oil used, prepares monthly report of above data, adding expense incurred for repairs or maintenance of truck.

Performs related work as assigned.

Knowledge, Skills, and Abilities

General knowledge of approved circulation methods.

Some knowledge of the various types of informational materials in the library, and of the card catalog and the library's filing system.

Ability to drive a moderately heavy truck, and to keep accurate records.

Ability to establish and maintain effective working relationships with other employees.

Acceptable Experience and Training

Graduation from an accredited high school.

Experience in driving and valid license.

JANITOR

Definition

An employee in this class performs routine manual work in the cleaning and maintenance of library buildings and grounds.

Distinguishing Features of Work

Work involves the performance of various custodial duties necessary to maintain the building and grounds. Work is performed under immediate supervision and is reviewed by personal inspection to see that work assignments have been properly carried out and that standards of cleanliness and appearance are maintained.

Illustrative Examples of Work

Sweeps, scrubs, mops, waxes, and polishes floors; washes windows and venetian blinds; dusts furniture and books.

Cleans rest room fixtures and replenishes supplies.

Removes debris and litter from building and grounds.

Sweeps sidewalk, cuts grass, trims shrubbery and rakes up leaves and other trash around the building.

Replaces lamp tubes and bulbs.

Locks up building at close of working day.

Takes care of heating and cooling system.

Performs other work as assigned.

Knowledge, Skills, and Abilities

General knowledge of modern cleaning methods, materials, and equipment.

Ability to use cleaning materials properly and to keep premises in a clean and sanitary condition.

Ability to understand oral and simple written instructions.

Ability to deal courteously with the general public in giving out information.

Ability to establish and maintain effective working relationships with other employees.

Acceptable Experience and Training

Completion of elementary school.

Some experience in janitorial or related custodial work.

LIBRARY PAGE

Definition

An employee in this class does routine library clerical work under close supervision.

Distinguishing Features of Work

Work involves shelving library materials in proper order and assisting other library personnel. Positions in this class are usually part-time and personnel is trained on the job.

Illustrative Examples of Work

Sorts books in proper order and shelves books.

Clears tables of books and magazines.

Reads shelves.

Dusts shelves and carrels; retrieves materials from stacks and storage areas.

Performs related work as required.

Knowledge, Skills, and Abilities

Ability to follow simple oral and written directions.

Ability to sort and file alphabetically and numerically.

Ability to establish and maintain effective working relationships with other employees and library patrons.

Ability to read numbers and letters rapidly and accurately.

Acceptable Experience and Training

Completion of the ninth school grade, supplemented by some familiarity with library materials.

EXHIBIT III
SAMPLE PERSONNEL ORDINANCE OR RESOLUTION

WHEREAS it is the desire of the Board of Trustees of the_____Library to establish a position classification system and pay plan covering library employees in order to promote efficiency in administration and provide fair and reasonable compensation for all library employees, and WHEREAS it is the desire of the Library Board of Trustees to provide fair and reasonable conditions of employment for all library employees, now therefore, BE IT RESOLVED BY THE LIBRARY BOARD OF THE_____LIBRARY:

ARTICLE I. THE CLASSIFICATION PLAN

Section 1. Adoption of the Plan. The attached position classification plan is hereby adopted as the classification plan for the_____Library.

Section 2. Coverage of the Plan. This classification plan shall include all full-time permanent classes of positions in the library service of the_____. The Chief Librarian (or Director) shall allocate each position covered by the classification plan to its appropriate class.

Section 3. Maintenance of Classification Plan. The Chief Librarian (or Director) shall be responsible for the administration and maintenance of the position classification plan. He shall consider any material change in the nature of the duties, responsibilities, working conditions and other factors affecting the classification of any position. He shall then restudy the position and determine if the classification of the position should be changed. Authority to reallocate positions to classes on the basis of kind and level of duties and responsibilities is vested with the Chief Librarian (or Director), subject to the approval of the Library Board.

Section 4. Classification of New Positions. New positions shall be assigned to existing classes or to new classes of positions by the Chief Librarian (or Director) with the approval of the Library Board.

ARTICLE II. THE PAY PLAN

Section 1. Adoption of the Pay Plan. The attached Schedule of Salary Ranges and Class Titles Assigned to Salary Ranges are hereby adopted as the pay plan for_____Library.

Section 2. Maintenance of Pay Plan. Each year prior to the adoption of the annual budget, the Chief Librarian (or Director) shall, if possible, secure information concerning the general level of salaries and wages paid in private industry in the area, the salaries paid comparable state and municipal employees, any change in the cost of living in the area during the fiscal year. Based on his findings the Chief Librarian (or Director) shall recommend increases, reductions, or amendments of the pay plan to the Library Board of Trustees for its consideration.

Section 3. Transition to the New Pay Plan. As of the effective date of the adoption of this resolution, all employees whose jobs are covered by this classification plan shall be paid at a listed rate within the salary ranges established for their respective job classifications. No employee shall receive a salary cut as a result of the transition to the

new classification plan. Employees being paid at a rate above the maximum rate assigned for the class shall remain at their present salary as long as it is above the maximum rate. Employees being paid less than the maximum salary for their class shall be paid at a rate listed in the salary schedule. All employees not at a listed rate shall be raised to the next higher listed rate.

Section 4. Starting Salary. As of the effective date of the adoption of this ordinance or resolution, new employees shall be appointed at the minimum salary which has been established for the classification in which they are employed. However, applicants of exceptional experience or training may be appointed at starting salaries above the minimum. Chief Librarian (or Director) shall report all such appointments to the Library Board at its first meeting following the effective date of the appointment.

Section 5. Earned Salary Increment. Salary increases above the minimum for each class of positions shall be granted only in recognition of superior service or improved performance. An earned salary increment may be granted to an employee at any time during the year upon the approval of the Chief Librarian (or Director). An employee may be granted more than one earned increment during one fiscal year only with the approval of the Chief Librarian (or Director) and the Library Board.

Section 6. New Class of Positions. When a new class of positions is established as provided in this resolution, the Chief Librarian (or Director) shall recommend the assignment of the class to a level in the pay plan. After receiving the Chief Librarian's recommendation, the Library Board of Trustees shall assign the class to the level in the pay plan which it considers appropriate.

ARTICLE III. APPOINTMENTS, SUSPENSIONS, AND DISMISSALS

Section 1. Appointments. Appointments to positions with the_____ _____Library shall be made on the basis of educational, technical and personal qualifications, ability and experience. Temporary appointments (six months or less) are made on basis of qualifications for permanent position. Substitutes are engaged for irregular, temporary emergencies and are appointed on basis of comparable qualifications with permanent staff members for whom they are substituting. All employees will be appointed by the Chief Librarian (or Director).

Section 2. Probationary Period. All appointments to positions in the service of the_____Library shall be for a probationary period of 12 months. During this period, the staff member's work performance is reviewed and evaluated by the supervisor and his strengths and weaknesses discussed with him. (See Exhibits IV and V for Personnel Service Rating Report) New staff members are given orientation in the operation of the library, its objectives and history as well as instruction concerning their duties. All new staff members are expected to familiarize themselves with the Staff Manual which covers rules and practices of the library system. If the new staff member fails to give satisfactory performance and is not to be continued in service after the probationary period, he is given at least 3 months' notice prior to the expiration of his probationary period if holding a professional position and at least 2 weeks' notice if holding a nonprofessional position. The library is not obligated to retain a probationer throughout his probationary period if his performance

is not satisfactory or further training will not be of any help. In such cases a professional librarian receives one month's notice and other employees two weeks' notice. At the time of permanent appointment, the performance rating of the probationer is reviewed and the decision for permanent appointment is made by the Chief Librarian (or Director).

Section 3. Promotions and Transfers. Promotions and transfers within the existing library staff are considered when a vacancy occurs, although the library is free to seek candidates from other sources to fill the vacancy with the best qualified person. Promotions are based on satisfactory performance service ratings, educational, technical and personal qualifications. Length of service is not a determining factor except in the case of equal qualifications of candidates. Evaluation reports of employees are made periodically by supervisors to ascertain abilities, performance and potentialities of staff members (See Exhibits IV and V Personnel Service Rating Report). These reports are used for promotion and transfers as well as demotions and termination of service. All evaluation reports are filed in the Personnel Office.

Section 4. Demotion or Dismissal. If an employee fails to fulfill the duties and responsibilities of his position, he may be placed in a lower grade position at the pay scale assigned to the lower position. Previous warning and opportunity to improve shall have been given. Employees guilty of gross negligence, disloyalty to the library, or defects of character that bring discredit upon the library may be demoted or dismissed by the Chief Librarian (or Director) without notice.

Section 5. Right of Appeal. Any employee demoted or discharged may appeal to the Library Board of Trustees after notifying them in writing of his desire to appeal his demotion or discharge. An employee charged with conduct which is criminal, infamous or dishonest in the eyes of the law, may be suspended without pay pending the outcome of the hearing. If the employee is cleared by the hearing, restitution of unpaid salary is made.

Section 6. Reduction in Force. In the event that a reduction in force becomes necessary, consideration will be given to the quality of each employee's past performance, the needs of the service and seniority in determining those employees to be retained.

ARTICLE IV. CONDITIONS OF EMPLOYMENT

Section 1. Hours of Work. (a) The standard work week for library employees of the_____Library shall be_____hours per week.

(b) Sunday Hours. Sunday work is figured in the_____hours per week schedule and is arranged on a rotating basis. Additional pay for Sunday hours is received at a rate specified by the Chief Librarian.

(c) Time for Meals and Relaxation. One hour on employee's own time is allowed for lunch or supper and is required to be taken except in emergencies. Each staff member is allowed 15 minutes of library time during each half-day schedule for a relief period.

Section 2. (a) Annual Leave. Each full-time member of the library staff of the_____Library shall earn_____weeks' annual leave each year. Proportional vacation time is allowed after six months' serv-

ice. Part-time employees working on a regular schedule receive the same proportionate vacation allowance as is given full-time staff members. No vacation allowance is given those employed on a temporary or substitute basis. Full-time pages and maintenance employees are allowed_____working days in each of the first three years of service and_____working days thereafter. Holidays falling within the vacation period are counted as part of the vacation allowance. Vacations must normally be taken within the vacation year in which granted and at least two-thirds shall be taken as a unit.

(b) Annual Leave Taken as Earned. Annual leave may be taken as earned by the employee with the approval of the Chief Librarian (or Director).

Section 3. Holidays. Library employees will receive full pay for the following holidays_____(list holidays).

Section 4. Sick Leave. (a) Definition of Sick Leave. Sick leave is a privilege granted by the library. Leave from work with pay may be charged as sick leave if the absence is due to sickness, bodily injury, quarantine, required physical and dental examination or treatment that cannot be arranged outside of scheduled working hours, exposure to a contagious disease when continued work might jeopardize the health of others, illness in the employee's family which requires the care of the employee, or the funeral of a member of the employee's family. All such absences with pay shall be charged against the sick leave allowance.

(b) Previous Sick Leave Credit. Sick leave credits accumulated by each library employee shall be retained as of the effective date of this resolution.

(c) Accumulation of Sick Leave. Each full-time employee and part-time employee working on a regular schedule on commensurate basis shall earn leave at the rate of one day of each month worked. Sick leave may be cumulated indefinitely.

(d) Physician's Certificate. A physician's certificate may be required as to the nature of an employee's illness and of his physical capacity to resume his duties.

(e) Separated Employees Lose Sick Leave Credit. Employees who resign or retire or are dismissed from library employment shall not be paid for any accrued sick leave. Credit for accrued sick leave will be computed in Local Government Retirement payments.

Section 5. Military Leave. The Chief Librarian (or Director) may grant up to two weeks of military leave with pay in any fiscal year to any full-time library employee for Reserve or National Guard training. Military leave shall not be charged against the annual leave to which the employee may be eligible.

Section 6. Civil Leave. A library employee who is called for jury duty or as a witness for the Federal or State governments or a subdivision thereof, shall be entitled to leave with pay for such duty during the required absence. The library employee may keep all fees received for jury duty in addition to his regular compensation.

Section 7. Educational Leave. (a) A special leave of absence at full or part pay may be granted by the Library Board upon the recommendation of the Chief Librarian (or Director) to permit a library employee with out-

standing service record to take courses of study which will better equip the employee to perform his duties. These courses may be either in library service or in an appropriate field.

(b) Short term leaves of absence with pay or adjustments of schedule may be made for employees to attend special workshops, institutes or training courses to increase his competence on the job.

Section 8. Leave Without Pay. A library employee may be granted a leave of absence without pay for up to one year by the Library Board of Trustees upon the recommendation of the Chief Librarian (or Director) for reasons of personal or family illness, completing education or for special work which will permit the library to profit by the experience gained or the work performed.

Section 9. Activities and Affiliations. (a) Leave with pay is allowed employees to attend library conferences and other professional meetings. The library contributes to the expenses of the officially designated representatives. Representation at such conferences is rotated among members of the staff with employees taking active participation, such as committee work, receiving priority.

(b) Preparation for radio and television broadcasts, story hours, book talks, displays, etc., is legitimate library work and may be done on library time.

(c) Staff members are encouraged to become members of civic, educational and professional organizations to provide a liaison between each organization and the library.

ARTICLE V. INSURANCE BENEFITS

Section 1. (a) All library employees are covered by the North Carolina Public Employees' Social Security Agency and the North Carolina Local Governmental Employee's Retirement System. Each employee shall have the employee's tax or contribution for these coverages deducted from his salary each month. All library personnel are covered by Workmen's Compensation Act.

(b) Pension and retirement arrangements are automatically effective for all permanent employees after_____months of service. Regular deductions are taken from the employee's salary with the library making a contribution for each member.

(c) A group hospitalization plan is available for library employees who wish to participate. A life insurance policy is carried by the library for each employee in the amount of_____dollars.

Section 2. Each library employee who has attained the age of 65 shall be retired at the end of the fiscal year unless the Chief Librarian and the Library Board of Trustees shall request that the employee remain in service. The request for the library employee over 65 years of age to remain in service must be renewed annually or the employee will be retired automatically at the end of the fiscal year.

ARTICLE VI. CONFLICTING RESOLUTIONS REPEALED

Section 1. All resolutions or parts of resolutions in conflict with

the provisions of this resolution are hereby repealed.

ARTICLE VII. EFFECTIVE DATE

Section 2. This resolution will become effective as of _____ (date).

EXHIBIT IV

CLEVELAND PUBLIC LIBRARY
PERSONNEL SERVICE RATING REPORT

Name of staff member_____ Year_____

Agency where assigned_____ How long in present assignment?_____

Classification grade_____ Title_____

Thumb-nail sketch of person's principal work to be entered here by immediate supervisor. For example: Works at charging desk; or, Adult reference work; or Children's room asst.; or Clerical duties; etc. This is not intended to be a job descrip ion to enumerate all the person's duties, just enough to characterize in general what his work is.

_____

_____

_____

Raters should read each line carefully. On each line place a check mark (✓) to the left of the phrases which describe the employee most accurately. If you want to write a special note about a trait, put it at the end of each sheet and call attention to it by placing an asterisk in the left-hand column. *Instructions for Raters* should be read before marking. Immediate supervisor will check with blue pencil, Department Head with red and intermediate supervisor (when such a position is involved) with green.

PART I - WORK PERFORMANCE

Rate the quality of work done.

Plus or minus signs may be added after a check mark to indicate gradations (✓- or ✓+).

Exceeds ← THE AVERAGE → Falls Short

Trait	← Very good		↓	Needs Improvement	Poor
1. APTITUDE Ability to learn	Comprehends quickly and with striking success	Reasonable standard of performance; about how average *good* person would rate		Learns slowly. Needs detailed instructions	Often misinterprets and fails to perform work as requested
2. ACCURACY	Almost no errors; high standards	" "		Too many errors	Very many errors; work must always be checked
3. THOROUGHNESS	This is characteristic. Sees things through	" "		Superficial; careless in following through	Does not complete assignments satisfactorily
4. NEATNESS (in work habits)	Desks and surroundings always neat; excellent housekeeper	" "		Disorderly	Slovenly
5. MEMORY	Remarkable	" "		Fitful memory	Habitually forgetful.

(OVER)

	Exceeds ←	THE AVERAGE	→ Falls short	
Trait	Very good		Needs Improvement	Poor
6. ORGANIZING WORK	Analyzes and organizes work readily; clearly and intelligently	Reasonable standard of performance; about how average *good* person would rate	Has difficulty in organizing work	Work must be organized for him
7. QUANTITY OF WORK	Fast worker; does more than could be expected	" "	Just enough to get by	Accomplishes so little as to be unnacceptable
8. JUDGMENT	Sound, mature judgement; makes decisions readily	" "	Indecisive; decisions should be more thoughtful	Poor judgement; does not use common sense
9. PUNCTUALITY	Never late; certainly not without very good cause	Usually on time	Frequently late, but tries to correct habit	Usually late; indifferent to reproof
SCORE ON WORK PERFORMANCE • • • • Record total no. of checks in each column	TOTAL	TOTAL	TOTAL	TOTAL

ADDITIONAL COMMENTS ON TRAITS INDICATED

TRAIT NO.	

Name of staff member _____ Year _____

PART II - PERSONAL QUALITIES

Rate for personality factors

Exceeds ← THE AVERAGE → Falls Short

Trait	Very good		Needs Improvement	Poor
10. APPEARANCE AND DRESS	Exceptionally pleasing; shows discriminating taste	Acceptably neat	Careless or inappropriately dressed	Slovenly
11. HEALTH	Almost never out ill; stands up under pressure; abundant energy	Seems healthy and use of sick leave not excessive	Lacked stamina in period rated. Too often on sick leave	Health a serious handicap to work
12. POISE (Emotional self control)	Always master of self in any situation	Selfcontrolled under ordinary circumstances	Easily upset	Ill at ease
13. MANNERS	Has charm. Is sincerely gracious and always considerate	Usually polite and tactful	Inclined to be blusque. Lacks tact	Inconsiderate. Often rude and discourteous
14. INITIATIVE	Brilliant and creative mind. Devises new schemes and methods	About how average good person would rate	Rarely makes suggestions or goes ahead without being told	A plodder. Needs pushing
15. ADAPTABILITY	Exceptionally open-minded and willing to test ideas of others	" "	Satisfied with status quo. Too conservative about new ideas	Rejects new methods
16. CO-OPERATIVENESS	Good team-worker. Goes out of way to make things run smoothly	Works well with most people	Prefers to work alone. Cooperates grudgingly	Poor team-worker. Puts self-interest first
17. LOYALTY TO LIBRARY	Unusually constructive attitude. Contributes much to esprit de corps	Accepts policies and procedures. About how average good person would rate	Attitude rarely helpful. Usually finds fault	Disruptive influence. Stirs up trouble
18. ATTITUDE TOWARD CRITICISM	Welcomes criticism and acts upon it	Generally accepts it and tries to do better	Can always find an alibi	Resents criticism
SCORE ON PERSONAL QUALITIES • • • • Record total no. of checks in each column	TOTAL	TOTAL	TOTAL	TOTAL

TRAIT NO.	ADDITIONAL COMMENTS ON TRAITS INDICATED

Name of staff member_____ Year _____

PART III - ADDITIONAL DATA

1. Character (honesty; ethics; personal behavior)_____

2. What is this employee's attendance record? (very good, good, fair, poor)_____

3. Extenuating circumstances that should be known, as handicaps, personal difficulties, etc._____

_____

4. Cite efforts or activities during year that helped strengthen person's qualifications (as college courses, important outside acti es, etc.)_____

_____

5. Potential for growth_____

PART IV - RATING AND RECOMMENDATION

1. In the diagram below, check the space under the rating which most adequately represents your best over-all judgment of this employee in his present position. "Unsatisfactory" and "Outstanding" should be used only rarely and then only when you can justify the rating with specific evidence. Colored check marks are to be used, as specified for Part I.

OUTSTANDING	VERY SATISFACTORY	SATISFACTORY	FAIRLY SATISFACTORY	UNSATISFACTORY

2. In view of employee's over-all performance and value to the Library, please indicate your recommendations below:

Merit increase_____ No salary increase at this time_____

Transfer to_____ Warning that improvement is essential_____

Discharge _____ Other_____

_____
Signature of Immediate Supervisor Date

_____
Signature of Intermediate Supervisor Date

_____
Signature of Department Head Date

_____
Reviewed by Date

_____
Signature of staff member after discussion with supervisor

Name of staff member _____ Year _____

PART V - ALL PROFESSIONAL LIBRARIANS

(INCLUDING ALL DEPARTMENT HEADS)

In addition to the general Personnel Service Rating Reports made for all employees, the following sheet is to be appended for persons noted above.

EXCEEDS ← — THE AVERAGE → FALLS SHORT

		← Very good		More needed	← Poor
A.	PROFESSIONAL COMPETENCE				
1	Staff members whose work necessitates much handling of books		Satisfactory book background and knowledge of reference tools. Skill in relating material to needs of borrowers		
or					
2	Administrators whose work is not done with book in hand		Wide knowledge of library materials and problems, including knowledge of how to proceed and develop services & staff		
B.	RELATIONS WITH LIBRARY PUBLIC				
1	Staff members who work with books and patrons directly	Enthusiastic; sought by patrons	Serves borrowers pleasantly	Indifference apparent to public	Public rebuffed
or					
2	Those in behind-the-scenes departments				
C.	PROFESSIONAL ATTITUDE AND ACTIVITY				
	Interest beyond immediate job	Real enthusiasm for profession. Very active in library and community affairs. A valuable asset even outside local orbit	Participates in A.L.A. and O.L.A. and staff organizations; reads professional literature	No apparent interest. Just does job and goes home	Obviously shuns outside activities. No contribution to professional field

Name of staff member _____ Year _____

PART VI - RATING ON SUPERVISORS ONLY

The following should be filled for all supervisors, as Department Heads, Division Heads, Branch Librarians, etc.

EXCEEDS ← THE AVERAGE → FALLS SHORT

	← Very good			More needed →	Poor →
LEADERSHIP OF STAFF	Stimulates staff. Develops staff members of high caliber		Interested in staff. Occasionally develops good workers	Does not inspire staff to grow. Lets subordinate do the leading	Discourages and represses staff members
FAIRNESS	Exceptionally fair and square. Staff enthusiastic in support		Deals justly and impartially in most cases	Sometimes unjust or partial	Plays favorites. Easily prejudiced
SUPERVISORY ABILITY	Keeps work running smoothly and develops staff and agency service at same time		Obtains adequate results from staff	Too little oversight of work; too narrow horizons and limited foresight hampers accomplishment	Hesitant and vague. Unable to see things through

EXHIBIT V

IREDELL PUBLIC LIBRARY EMPLOYEE EVALUATION REPORT

EMPLOYEE'S NAME _____ RATING PERIOD ENDING _____

TITLE _____ DEPARTMENT _____

RATE EACH FACTOR

	COMPETENT	IMPROVEMENT NEEDED	UNSATISFACTORY
MARK EACH ITEM +Strong -/Standard -Weak			
1. QUANTITY	()	()	()
() Amount of work performed			
() Completion of work on schedule			
2. QUALITY	()	()	()
() Accuracy			
() Neatness of work			
() Thoroughness			
() Oral expression			
() Written expression			
3. WORK HABITS	()	()	()
() Observance of working schedule			
() Attendance			
() Observance of rules			
() Economy of time and material			
() Compliance with work instructions			
() Orderliness in work			
() Application to duties			
4. PERSONAL RELATIONS	()	()	()
() Getting along with fellow employees			
() Meeting and handling the public			
() Personal appearance			
5. ADAPTABILITY	()	()	()
() Performance in new situations			
() Performance in emergencies			
() Performance with minimum instructions			
() Initiative			
6. LOYALTY	()	()	()
() Attitude toward library			
() Adherence to library ethics			
7. SUPERVISORY ABILITY	()	()	()
() Ability to get work out			
() Planning and assigning			
() Training and instructing			
() Disciplinary control			
() Evaluating performance			
() Making decisions			
() Fairness and impartiality			
() Approachability			
() Leadership			

I HAVE READ THIS REPORT.

EMPLOYEE'S SIGNATURE _____

COMMENTS _____

OVER-ALL EVALUATION

UNSATISFACTORY
IMPROVEMENT NEEDED
COMPETENT

This report is based on my observation and/or knowledge. It represents my best judgment of the employee's performance.

RATER _____ DATE _____

I have reviewed this report.

REVIEWER _____

FORM PD-102 (Revised 4-59) 6M

EXHIBIT VI

NORTH CAROLINA
STATE PERSONNEL DEPARTMENT
Position Description

(Leave Blank)

1. Employee's Name Last, First, Middle Initial

4. Commission, Board, Department, or Institution

2. Payroll Title | Position No.

5. Division, Section, or Unit

3. Usual Working Title of Position

6. Place of Work or Headquarters (City, Building, Room or Other)

7. Name & Title of your Immediate Supervisor

8. Give the names and payroll titles of employees you supervise directly, if five or fewer. If you supervise more than five employees, give the number under each title. If you supervise one or more units, give the name of each unit and unit head and the number of employees in each unit by title. If you supervise no employees, write "none."

9. Describe below in detail the work you do. Use your own words, and make your description so clear that persons unfamiliar with your work can understand exactly what you do. Indicate whether duties are regular, periodic or occasional. Indicate by percentage of time how your whole work day is used. If your work is of such a varied nature that it would be difficult to show an average day, consider the work of the entire year and estimate percentage of time spent on each task of which your job is composed. Total of all percentages should equal 100%. If necessary, attach additional sheets.

Time	WORK PERFORMED

10. How long have your duties been about the same as described? _____

11. What are the nature and extent of instructions you receive regarding your work? _____

12. What other guides are used in your work? _____

13. How and to what extent is your work checked or reviewed? _____

14. Describe your contacts with other departments, outside organizations, and the general public. _____

15. List any machines you use regularly in your work and the per cent of time spent operating each.

_____ % _____ % _____ %

_____ % _____ % _____ %

16. Regular Daily Hours of Work From: _____ To: _____ Regular Days Off Each Week _____ Total Hours Per Week _____

Explain any rotation of work shifts _____

I certify that I have read the instructions, that the above answers are my own, and to the best of my knowledge that they are accurate and complete.

Date _____ Employee's Signature _____

STATEMENT OF IMMEDIATE SUPERVISOR

17. The statements of the employee are correct and complete with the following exceptions or additions. _____

18. What do you consider the most important duties of this position? _____

19. Does this position involve typing? No ( ), Yes ( ). What % of time? % Is typing incidental ( ) or important ( )?

20. Does this position involve shorthand? No ( ), Yes ( ). What % of time? % Is shorthand incidental ( ) or important ( )?

21. INDICATE THE MINIMUM QUALIFICATONS WHICH YOU THINK SHOULD BE REQUIRED IN FILLING A FUTURE VACANCY IN THIS POSITION. KEEP THE POSITION ITSELF IN MIND RATHER THAN THE QUALIFICATIONS OF THE INDIVIDUAL WHO NOW OCCUPIES IT.

Minimum Education and Special Training	
Minimum Experience, lengths in years and kind	
Licenses or Certificates Required	
Special knowledges, abilities, skills, physical requirements, age, sex or other factors	

Date _____ Immediate Supervisor's Signature _____

STATEMENT OF DEPARTMENT HEAD OR AUTHORIZED REPRESENTATIVE

22. Comment on the above statements of the employee and the supervisor. Indicate any inaccuracies or statement with which you disagree. Please comment on qualifications suggested by the supervisor.

Date _____ Department Head's Signature _____

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